Professional Development Model for MOS 96B Intelligence Analyst

Block A: Rank	PVT-SPC Skill Level 10	SGT Skill Level 20	SSG Skill Level 30	SFC Skill Level 40	MSG Skill Level 50	SGM Skill Level 50
Block B: **Developmental Duty Assignments** **(See notes 1 & 2)**	Intel Analyst —————→		Intel Sergeant Squad Leader ASAS Master Analyst	Sr Intel Sergeant Detachment Sergeant Platoon Sergeant Career Advisor/ Professional Dev NCO	Chief Intel Sergeant First Sergeant Sr Career Mgt NCO Sr Career Advisor/ Professional Dev NCO	Intel Senior Sergeant Bn/Bde CSM Corps/EAC ACE SGM
	Div/Corps/EAC ACE ————————————→					
	Cbt Bde/Bn —————→		ACT/Cbt Bn S2 NCO Joint/Natl Intel Element	Cbt Bde S2 NCOIC	Bn S3 Operations	Div/Corps/Army G2 SGM
			Small Group Leader Instructor/Writer Tng Dev/Writer Drill Sergeant Observer/Controller ———→ AC/RC Coordinator ———→ Recruiter ———————→	Sr Small Group Leader Sr Instructor/Writer Sr Tng Dev/Writer Sr Drill Sergeant EO Advisor	Deputy Commandant Branch Chief Ch Instructor/Writer Ch Tng Dev/Writer Sr Operations NCO	Bde/Grp S3 Operations
Block C: **Institutional Training**	BCT/AIT	PLDC	BNCOC	ANCOC		Sergeants Major Academy
Block D: **Recommended NCOES-Related Courses** **(See note 3)** **Recommended Functional Courses** ————→	**Prior to PLDC** Effective Writing English Grammar Basic Computer Skills Basic Briefing		**Prior to BNCOC** Communication Skills Stress Management Briefing Techniques Technical Writing Research Techniques Public Speaking **Battle Staff Operations Course**	**Prior to ANCOC** Principles of Management Organizational Behavior Problem Solving Proof Reading/Editing **First Sergeant Course**		**Prior to SMC** Human Resource Management
Block E: **Recommended MOS-Related Courses/Training** **(See note 4)**	**Skill Level 10-20** 1. Military Symbology 2. Intelligence Preparation of the Battlefield 3. ECB Collection Management 4. Database Management		**Skill Level 30** 1. Stability & Support Operations 2. Database Management 3. EAC Collection Management 4. Targeting 5. U.S. Army Doctrine	**Skill Level 40** 1. Joint Collection Management 2. Information Operations 3. Joint/National Intel Architecture		**Skill Level 50** TRADOC Middle Mgr Course
Block F: **ASI Producing Courses**	1. ASAS Master Analyst Course (1F) 2. Battle Staff Operations (2S)					

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Block G: Recommended MOS-Related Certification or Degree Program (See note 5)	AA/AS or equivalent by the 12th year of service BA/BS by 16th year in Foreign/International Studies; Political Science, Information Management Joint Military Intelligence College: Undergraduate/Post Graduate Intelligence (UGIP/PGIP) and BSI/MSSI Programs
Block H: **Notes**	1. Some duty positions require Additional Skill Identifier (ASI) or Special Qualification Identifier (SQI). These ASI/SQI and requisites can be found in DA PAM 611-21. 2. Skill Level 10/20 soldiers should seek experience in combat Bn/Bde or an ACT/ACE. Where possible, soldiers should be rotated within the organization to reinforce and develop basic MOS Skills. 3. Courses in these areas can be found in the Army Correspondence Course Program(ACCP) and in local colleges and universities. 4. These course are available through ACCP. 5. The MOS related Certification and Degree Program are provided as recommendations only. Soldiers should not feel they are restricted to those subject areas. Individuals should check with Education Center for AARTS Program conversion of military schools and experiences to college credits.

Block I: Recommended Reading and Reference List

Military Publications:

AR 600-20 *Army Command Policy*
AR 614-200 *Enlisted Assignments and Utilization Management*
DA PAM 611-21 *Military Occupational Classification and Structure* (See Annual NOFC)
Joint Publication Series 1through 2-2
FM 22-100 *Military Leadership*
FM 25-101 *Battle* Focus Training
FM 34-1 *Intelligence and Electronic Warfare Operations*
FM 34-2 *Collection Management and Synchronization Planning*
FM 34-2-1 *Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*
FM 34-3 *Intelligence Analysis*
FM 34-25-1 *Tactics, Techniques, and Procedures for Reconnaissance and Surveillance and Intelligence Support to Counterreconnaissance*
FM 34-25-3 *All-Source Analysis System and the Analysis and Control Element*
FM 34-130 *Intelligence Preparation for the Battlefield*
FM 101-5 *Staff Organization and Operations*
FM 101-5-1 *Operational Terms and Graphics*

General Reading:

Military Intelligence Professional Bulletin; USAIC&FH, QTRLY
INSCOM Journal for the Military Intelligence Professional: INSCOM, QRTLY
Russian View of U.S. Strategy: It's Future, Jonathan S. Lockwood and Kathleen O. Lockwood, 2nd ed, 1992
Sharing the Secrets: Open Source Intelligence and the War on Drugs, James Holden-Rohdes, 1997
U.S. Intelligence at the Crossroads, Roy Godson, Ernest May and Gary Schmitt, 1995
Preparing for the 21st Century: An Appraisal of U.S. Intelligence, Commission Report, 1996
Collected Essays. DC: Center for the Study of Intelligence, Central Intelligence Agency, Donald P. Sherman, 1994
Lockwood Analytical Method for Predication (LAMP), Jonathan S. Lockwood, 1996
Turning Point: The Gulf War & U.S. Military Strategy, Benjermin Ederington, 1994
Battlefield of the Future: 21st Century Warfare Issues, Barry R. Schnieder, 1995
Technology and War: From 2000 BC to Present, Martin L. Van Creveld, 1991

Web Sites:

Center for Army Lesson Learned-- http://call.army.mil
USAIC&FH-- http:/usaic.hua.army.mil/
U.S. Army Publishing Agency Home Page-- http://www.usapa.army.mil
Training and Doctrine Digital Library-- http://www.adtdl.army.mil/atdls.htm
Joint Electronic Library-- http://www.dtic.mil/doctrine/jel/intelligence.htm
Joint Military Intelligence Collage -- http://www.dia.mil/Jmic/
Army Knowledge Online -- https://www.us.army.mil/portal/portal_home.jhtml